

Ad 6

U. S. DEPARTMENT OF AGRICULTURE
FARM SECURITY ADMINISTRATION
SAN JUAN, PUERTO RICO

REGION XIII

ADMINISTRATIVE SUPERVISORS

WORK MANUAL

—○—○—○—○—

PREPARED BY :
ADMINISTRATIVE ANALYSIS UNIT
MAY, 1946

2	3	3	3
1	2	3	2
2	3	3	3
3	3	3	3

JUN 28 1946

A080
001

UNITED STATES DEPARTMENT OF AGRICULTURE
FARM SECURITY ADMINISTRATION

M A N U A L

FOR THE USE OF ADMINISTRATIVE SUPERVISORS IN THE
ANALYSIS OF FIELD OFFICE CONDITIONS

-O-O-O-O-O-O-

FOREWORD

The purpose of routine periodic visits to county offices by Administrative Supervisors is to gather information affecting the administration of the FSA program; to analyze that information and to report it for whatever action which may be appropriate in the light of conditions found to exist.

Although it is practically impossible to prepare a work manual setting forth definite rules for the obtaining of complete information it is possible to point out broadly the information which is desirable and to suggest avenues of approach in obtaining this information. Thus, toward this end but without meaning to limit or circumscribe the work of Administrative Supervisors to the analysis of any specific condition the present work manual has been prepared. This manual should not be considered by anyone a finished product. It will be revised periodically or when deemed advisable by special circumstances; and it is hoped that Administrative Supervisors, District Supervisors and Regional Officials would always be in the alert to help develop better methods of approach for the development of a better manual of operations.

THE REPORT

Certain established rules will govern the scope of analysis to be made in county offices by Administrative Supervisors.

The "basic samples" in determining the coverage will be as follows: Twenty-five (25) cases of each case classification when the caseload is under and up to 250 cases; ten per cent (10%) of each case classification when the caseload is over 250 cases.

The report will be generally a negative report. This means that only conditions of an adverse nature will be reported. However, positive or affirmative information will be given occasionally when this information is considered of value to officials at any level. All adverse conditions reported--those receiving a minus (-) or a check mark (✓) in the evaluation sheet-- will have to be properly documented. There will be no need for substantiating favorable conditions as a plus mark (/) in the evaluation sheet will imply that the prescribed coverage was given and found satisfactory.

It will be the responsibility of the FSA Supervisor to take corrective measures on the adverse conditions reported without the need of follow-ups from the Regional Office. District Supervisors will see to it that corrective measures are promptly taken. Subsequent visits to county offices will disclose the extent to which the above has been complied with.

THE

REPORT OF THE

COMMISSIONERS OF THE

LAND OFFICE

FOR THE

YEAR 1875

THE LAND OFFICE OF THE UNITED STATES DEPARTMENT OF THE INTERIOR, under the direction of the Commissioner, has the honor to acknowledge the receipt of the report of the Surveyors General of the several Territories, and to transmit herewith the same to the Senate and House of Representatives, for their consideration and action thereon.

THE

REPORT OF THE

COMMISSIONERS OF THE

LAND OFFICE

FOR THE

POINTS TO BE CONSIDERED BY ADMINISTRATIVE SUPERVISORS
IN ANALYSIS OF FIELD OFFICE CONDITIONS

ITEMS TO BE CONSIDERED	KEY POINTS
I. PHYSICAL CONDITIONS OF OFFICE	:
A- Space	:
1- Size	: Minimum Requirements
a- Reception	: a- 300 sq.feet
b- Working	: b- 75 sq. feet per person
c- Demonstration	: c- 300 sq.feet
	:
	: Comments: Prepare sketch first time an
	: office is visited or at any time an
	: office is moved or fundamental rearrange-
	: ments take place. Attach sketch to
	: Regional Office copy of the narrative.
	: Deviations from minimum re-
	: quirements as disclosed by this sketch
	: are primarily intended as a guide to
	: the BM Section for information purposes.
	:
	:
B- Facilities	:
1- Sanitary arrangements	: 1- Availability, location and condition
2- Artificial light	: 2- Satisfactory
3- Water	: 3- Availability
4- Fans	: 4- Persons per fan. Needs.
5- Office equipment	: 5- Furniture, files, bulletin boards,
	: first aid kits, fire extinguishers,
	: etc. Surplus. Adequate. Arrange-
	: ments. Proper care.
6- Telephone	: 6- Justified by official usage
	: Comments: Make a physical check of
	: equipment against Form AD-113 and Forms
	: AD-106 to account for property on hand
	: and its proper identification.
	:
	:
	:
C- Environment	:
1- Natural light	: 1-8 Determine through observation and
2- Natural ventilation	: comment on exceptions when these reflect
3- Noise	: adversely to county office operations.
4- Surroundings	:
5- Accessibility	:
6- Identification	:
7- General appearance	:
8- Security and safety	:

ITEMS TO BE CONSIDERED

: KEY POINTS

D- Location

: Through examination of the area guide
: map determine convenience in servicing
: borrowers.

E- Supplies

1- Requisitions

: 1- In line with Reg. XIII Inst. 151.1A.

a- Promptness

b- Realism

(1) Surplus

(2) Shortage

: b-(1)(2) Make a physical check at random
: to determine if forms and supplies
: are requisitioned in excess of needs.

2- Receipt

a- Promptness

: a- Determine by receipt date in office
: copy of requisition

b- Completeness

: b- Frequency of back orders

c- Condition

: c- Through observation and/or information.

3- Inventory

a- Storage

: a- Maintenance of perpetual inventory
: of forms.

b- Obsolete forms

: b- Used as scratch pads or destroyed

4- Usage

a- Forms

: a- 15% allowed for wastage

II. PERSONNEL

A- Number employed

1- Names

: 1-3 Permanent employees only.

2- Titles

: Comments: Prepare a chart reflecting

3- EOD county

: changes in personnel within the last
: 12 months preceding the date of the visit.
: Identify positions with corresponding
: numbers of employees as listed.

ITEMS TO BE CONSIDERED	KEY POINTS
B- Temporary assignments	
1- Names	1-6 To and from county office. Limit
2- Titles	information to last 12 months preceding
3- New or experienced	date of visit.
4- Period of assignment	
5- Reason	
6- Properly documented	
C- Delegations of Authority	
1- Written evidence	1- Determine if any members of the staff
	are performing functions for which proper
	delegations of authority have not been
	issued.
III. PROCEDURE ISSUANCES	
A- Receipt and Handling	
1- Consecutive order of Procedure Notices.	1- Filing of Procedure Notices
2- Promptness in reviewing and filing.	2- Initials on Procedure Notices and
	Instructions
	(In line with FSA Inst.021.1)
B- Manuals properly maintained	
1- Table of Contents	1-3 Spot check the Table of Contents
2- Procedure Index	against the latest Table of Contents
3- Changes and Insertions	carried by Administrative Supervisors with
4- Forms Manual and Index	the Table of Contents against Manual.
C- Discussed	C- As disclosed by minutes kept.
IV. OFFICE RECORDS AND REPORTS	
A- Area Guide	
1- Map and lists	1- Determine by spot checking the area
	guide map if location of borrowers is
	indicated and if lists of borrowers are
	complete and current.
2- Subdivisions and individual cards	2- Properly established. Determine by
	actual count if there is a card in the

ITEMS TO BE CONSIDERED

: KEY POINTS

- 3- Signaling
 - 4- Posting
 - 5- Memorandum loan record
 - 6- Field Folders
- B- Form FSA-322
- 1- Accuracy in reporting
 - a- Sources
 - b- Mechanics
 - 2- Promptness
 - 3- Accuracy of information and reliability
- C- Standard Form #72
- 1- Daily maintenance
 - 2- Completeness
- D- Other Records and Reports
- 1- Accuracy
 - 2- Promptness

- : box for each individual borrower under
- : each classification. Use the latest
- : quarterly report FSA-322 and any other
- : available records.
- : 3-5 Determine by examination of cards
- : for borrowers selected as basic samples.
- : Comments: These cards should be reviewed
- : together with clients case folders, field
- : folders, trial balances, receipts,
- : etc. to determine accuracy.
- : 6- Properly arranged and complete.
- : Running records.
- : a- Area Guide System and tally cards.
- : b- Extent. If the number of discre-
- : pancies justifies, attach an Exhibit
- : to this effect.
- : 2- Limited to visits of Adm. Supervisors
- : on dates coinciding with reporting
- : period.
- : Comments: Limit coverage to the last
- : three reports.
- : 3- Only upon special assignments.
- : 1- Through observation during period
- : of visit
- : 2- In conformance with information
- : required.
- : Comments: Limit examination to last
- : two pay periods.
- : 1-2 May include the following: AD-113,
- : FI5, FC-113, FSA 544, Loan Dockets,
- : Requisitions, Tax Reports, FSA-658

ITEMS TO BE CONSIDERED

: KEY POINTS

b. Duplication

3- Employee Suggestions

VII. RECLASSIFICATION OF CASES

A- Promptness in reporting

B- Approved by proper authority

C- Substantiated in files

VIII. TRANSFER OF CASES

A- Promptness

IX. CHECK DELIVERY

A- Twenty-one day limit

B- Acknowledgment of receipt

C- Handling of form 1725

1- Cancellation and returns

X. LOAN AND RENEWAL CONDITIONS MET

XI. SECURITY SERVICING

A- Lien Search

1- Promptness of request and receipt

2- Clearance of prior liens

3- Receipt prior to delivery of checks

b- Determine by observation of use and check of records.

3- Frequency, report submitted, supervisor encourages-(Positive information)

(Criteria to be developed)

In line with established procedure

A- Determine from date of loan check

B- Form FI5 properly signed and dated by borrower upon receipt. If signed by mark, signatures and addresses of two witnesses.

C- Returned within the prescribed 21 day limit.

1- Specific reasons and date of redelivery.

(Criteria to be developed)

1- Review Form Reg.XIII-100, Follow up thru Form Reg.XIII-102.

2- Review reverse of Form Reg.XIII-100 and determine actions taken by FSA Supervisor

3- Compare dates of delivery of loan checks and receipt date of Region XIII-100.

ITEMS TO BE CONSIDERED

KEY POINTS

XIII. COLLECTIONS

A- Receipts (FI-37)

- 1-Mechanical preparation
- 2-Rules of application and reapplications.
- 3-Preparation of receipt for the recovery of uncollectible items.
- 4-Unused receipts on hand
- 5-Handling and disposition

- 1-Legibility
- 2-Make a thorough check since Finance is not correcting application.

4-Prepare Form FSA-302

B- Schedules of Collections

- 1-Mechanical preparation
- 2-Promptness in submission

- 1-Examine last 10 schedules.
- 2-Transmitted the same day or not later than the next work day following the date of collection.

XIV. SUPERVISED BANK ACCOUNTS

A- Properly established

- 1-Deposit agreements
- 2-Proper use
- 3-Countersigning authority

- 1-One for each borrower
- 2-In compliance with policy set up by Reg.XIII Inst.731.1P
- 3-Evidenced by records

B- Account records

- 1-Mechanical accuracy
- 2-Purpose of disbursements

- 1-Determine extent of mathematical and mechanical errors based on sample cases.
- 2-In accordance with Farm and Home Plans. Clearly identified on 188B.

C- Inactive Balances

- 1-Number, amount and period
- 2-Steps taken for disposition

- 1-Determine thru examination of form 188B.
Comments: Consider only accounts inactive for 3 months or more.
- 2-As disclosed by the area guide system and other records

ITEMS TO BE CONSIDERED

KEY POINTS

D- Routine Practices

1-Depositing repayments

2-Restrictive indorsement

3-Issuance of checks

a- Form of countersignature

b- Payable to cash

c- Written for small amounts

d- Signed in blank

XV. LIQUIDATIONS AND INVENTORY

A- Handling defaults

1- Preparation, completeness and approval

2- Subsequent actions

B- Repossessions and Sales

1- Steps prior to sale

2- Sales

3- Steps subsequent to sale

C- Inventory
(Postponed)

XVI. SUPERVISION

A- Distribution of field visits

1-Through observation and examination
of form 133B and Deposit slips.2-Through examination of cases available
during visits.a-b-c- Through examination of cancelled
checks.d- Through examination of instances
developing during visits.1-Form 133, correct, complete and
clearly prepared. Approved by
properly authorized official prior
to time action is taken(except
abandonment)2-In line with approving officers'
recommendation.1-Custodial agreements properly executed.
Accountability of non-repossessed
property.

2-Promptly after repossession

3-Expenses properly handled; proceeds
properly disbursed and form FSA-168
correctly prepared and attached to
Form FSA-322 at end of month in ac-
cordance with FSA Inst. 409.3.

A- Prepare a chart for Std.RR borrowers

ITEMS TO BE CONSIDERED

: KEY POINTS

XVII. FARM OWNERSHIP

A- Taxes

B- Insurance

1- Property

2- Labor

having initial and supplemental loans
and for initial FO borrowers, having
Farm and Home Plans in effect for
periods of 3, 6, 9 and 12 months,
indicating number of visits paid. Base
this chart on the sample cases selected
unless a special coverage is otherwise
assigned.

A-B- Current or delinquent as disclosed
by pertinent information on Area
Guide System Cards.

Comments: The extent of delinquency
will determine the need for the prepara-
tion of a chart to this effect.

XIX. COOPERATIVE ACTIVITY

A- Number of meetings held

1- Purpose

2- Attendance

a- Participants

b- FSA Supervisors

B- Annual Operating Plan

C- Insurance

1- As disclosed by minutes

a-b Percentage of attendance

B- Current, expired or revised.(If
revised, give reasons.)

C- Current or expired

XX. QUALITY OF WORK

1- Accuracy

2- Neatness

3- Promptness

1-2-3 As resulting from the analysis of
conditions disclosed with respect
to the various phases of office
activities examined.

Comments: Administrative Supervisors are
not "grading" county offices.

COMMENTS AND RECOMMENDATIONS

Under this heading the first statement
will deal with action on previous recom-
mendations(if any). A subsequent state-
ment will deal with the specific recom-
mendations deemed pertinent in the light
of exceptions disclosed.
Pertinent comments and recommendations
with respect to further needs for
training of personnel may also be
included.

